

SECRET

Approved For Release 2001/07/12 : CIA-RDP78-04163R000100160001-3

Level II complete - 11/21/00 -  
betty

MEMORANDUM FOR: Deputy Director for Administration  
ATTENTION : DD/A Plans Staff  
SUBJECT : Status Report, Office of Medical Services  
Objectives, FY 1976

1. Attached are three (3) copies of status reports  
on the Office of Medical Services Objectives and Action  
Plans.

2. Suggested items for the 1 October 1975 Management  
Conference are:

- A. B67204 - Objective on "Sensing Devices".
- B. B67205 - Objective on "Career Commitment".

CHARLES A. BOHRER, M. D.  
Director of Medical Services

Attachment

SUBJECT TO GENERAL DECLASSIFICATION SCHEDULE  
OF E. O. 11652, AUTOMATICALLY DOWNGRAGED AT  
TWO YEAR INTERVALS AND DECLASSIFIED ON

*September 1983*  
(Insert date or event)

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CLASSIFIED BY 014912

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AGENDA

Office of Medical Services Management Conference  
1 October 1975 - 1330

OMS-A/01-76: Evaluation of program missions

On schedule. Have task force members been selected?

OMS-A/02-76: Use Multiphasic as base for medical evaluation

Ahead of schedule.

OMS-A/03-76: Implement the Assessment Center concept

On schedule. Status report.

OMS-A/04-76: Develop procedures "sensing devices" for use in  
considering new employees

Ahead of schedule. What were result of discussions with  
OP and OS?

OMS-A/05-76: Propose a study of career commitment in CIA

Milestones 1 and 2 were completed during FY 75. What  
is the status of milestone 3?

OMS-A/06-76: Development of a counter-terrorism program

On schedule. Status report.

OMS-A/07-76: Review counseling programs

On schedule. How are OP and OMS coordinating their  
work on this objective?

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TRANSMITTAL SLIP		DATE	SEP 26 1975
TO: Director of OMS			
ROOM NO. 1D-4054	BUILDING Hqs.		
REMARKS:  C/SD has been given a copy. jiv  DOIMS has copy. K			
FROM: DD/A Plans Staff			
ROOM NO.	BUILDING	EXTENSION 7726	

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

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23 September 1975

OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS
					OMS			MYR	DOLLARS		
OBJECTIVE							76	.1		JUL - AUG	=
By 30 June 1976: Devise systems and procedures to develop and establish a series of positive indicators against which program missions (functions) can be judged.										SEP 25X1A	
										NOV - DEC	
										JAN - FEB	
										MAR - APR	
										MAY - JUN	
										+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN	

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O; ACTUAL X											
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Establish OMS Task Force for project				O								
2. Determine missions (functions) to be judged						O						
3. Consider, in coordination with responsible OMS officials, possible indicators for these missions (functions)							O					
4. Agree on indicators to be used								O				
5. Devise, again in coordination with responsible OMS officials, systems (procedures) for judgment based on these indicators												O

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23 September 1975

OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS						
					OMS		76	MYR	DOLLARS	JUL - AUG	+						
OBJECTIVE <b>OMS-A/02-76</b>										SEP - OCT	25X1A						
By 31 December 1975: Conduct feasibility study on the incorporation of the Multiphasic Testing concept as a base for all current medical evaluation procedures. A successful study would permit the implementation of this program in FY 1976 at a rate compatible with progress in the computer support area.										NOV - DEC							
										JAN - FEB							
										MAR - APR							
										MAY - JUN							
										+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN							
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
						JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Reviewing the existing criteria and categories of OMS medical evaluations.							OX										
2. The modification of medical evaluations to include all employees on an Agency-wide program.								OX									
3. Method of scheduling.									O								
4. Reviewing the overall effect of such a modified program on human and material resources.									O								

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23 September 1975

OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS						
					OMS			MYR	DOLLARS	JUL - AUG	X						
OBJECTIVE							76	.2		SEP - OCT							
Continue the implementation of the Assessment Center concept within the DD/A and other Directorates as interested.										NOV - DEC							
										JAN - FEB							
										MAR - APR							
										MAY - JUN							
						+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)						COMPLETION MONTH: SCHEDULED O; ACTUAL X											
						JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Support to OJCS in a second running of the Assessment Center.											0						
2. Support the Office of Communications in preliminary developmental work for the establishment of a Center in that office.											0						
3. Training of additional Psychological Services Personnel through attendance at the Assessment Center workshop.												0					

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22 September 1975

MEMORANDUM FOR: C/Support Division

SUBJECT : Milestones for MBO Objectives

1. Assessment Centers. As you know, our experience with helping OJCS develop a Management Development Center revealed the total inappropriateness of our assumption of responsibility for setting target dates for milestones in a project for which we only provided support to the office which "owned" the project. Since the pace of implementation was primarily (and appropriately) an OJCS responsibility, the application of the MBO framework by PSS alone proved to be an unworkable perversion of the MBO system. Henceforth, should an office seeking our assistance in such a project choose to cast its development in an MBO milestone schedule, we would gladly assume conjoint responsibility for developing such a schedule and committing ourselves to our appropriate share of responsibility for its fulfillment. If not, we shall work without one, and interpret our reporting responsibility under our OMS objective as one limited to the timely indication of progress and problems.

2. In this vein, it is appropriate at this time to report the following:

A. Discussions with the Office of Communications have established the firm interest of that office in embarking on the preliminary developmental work for a center, and that work is already in progress. There is agreement on an outline of several steps to be taken leading to an identification of the target level positions to be embraced by the center, the delineation of the functions of these positions, identification of the skills basic to these functions, and a consensus rating of the importance of these skills to each of the functions. There is also agreement on a target date of 31 December to complete these phases of developmental

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SUBJECT: Milestones for MBO Objectives

work, after which construction of the materials and mechanics for the center can begin. This work is in an early stage, but no significant problems have arisen thus far.

B. OJCS has expressed an intent of conducting another running of their Management Development Center this fall, and PSS is prepared to support them in this effort.

C. Plans to enhance PSS resources in support of these efforts call for the training of at least one additional psychologist at the assessment center workshop conducted by Development Dimensions Inc. in Pittsburgh this fall (this is the same experience which [REDACTED] participated in last fall and found to be of great value subsequently in all phases of planning and developing the OJCS center).

STATINTL

D. In keeping with the basic thrust of our objective, which commits us to promote and support the concept of assessment centers as a means toward more effective management, we take note here of the recent letter from OMB to the Comptroller (23 July 75) directing the Agency to see to it that its budget estimates "reflect full consideration of --- the resources needed for Agency systems to identify, develop, and utilize career executives." It appears appropriate to call attention to the fact that the assessment center development work is precisely such an effort.

3. Counseling. Since our objective here envisions a joint effort with the Office of Personnel, the first order of business involves the designation of an O/Personnel representative to work with us in this area. An appropriate milestone following such designation would be the formulating of a general plan of approach, with a target date of, say 30 days after the date of appointment of an O/P rep. The PSS representative has already been chosen [REDACTED] and is prepared to begin at once. )

STATINTL

[REDACTED]  
Chief, Psychological Services Staff  
Office of Medical Services

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OBJECTIVE AND ACTION PLAN **SECRET**

23 September 1975

25X1A

OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
								MYR	DOLLARS									
OBJECTIVE					OMS		76			JUL - AUG	+							
										SEP - OCT	25X1A							
										NOV - DEC								
										JAN - FEB								
										MAR - APR								
										MAY - JUN								
											+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN							
ACTION PLAN (Milestones)							COMPLETION MONTH: SCHEDULED O; ACTUAL X											
							JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Discuss initial draft with OP and OS									OX									
2. Revise and submit final proposal to office Directors											O							
3. Final approval												O						
4. Initiate study													O					
5. Complete and analyze study																O		

*Canadian cooperation to continue at this time.*

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23 September 1975

OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
								MYR	DOLLARS		+	<						
OBJECTIVE					OMS	C. A. Bohrer, M.D.												
<p><b>OMS-A/05-76</b></p> <p>Develop a proposal that the CIA Management Committee consider the desirability of authorizing a study on Career Commitment in the Agency.*</p>																		
										JUL - AUG	+							
										SEP - OCT								
										NOV - DEC								
										JAN - FEB								
										MAR - APR								
										MAY - JUN								
							+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN											
ACTION PLAN (Milestones)							COMPLETION MONTH: SCHEDULED O; ACTUAL X											
							JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Develop proposal for study																		
2. Submit to CIA Management Committee through DDA for consideration																		
3. Brief CIA Management Committee on proposal																		
<p>*This objective was originally established in FY 1975 (B57205) and Milestones 1 and 2 were accomplished on schedule. Milestone 3 is still pending.</p>																		

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25X1C

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OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
								MYR	DOLLARS		+	<						
OBJECTIVE <b>OMs-A/06-76</b> - continued:										JUL - AUG	+							
										SEP - OCT								
										NOV - DEC								
										JAN - FEB								
										MAR - APR								
										MAY - JUN								
+ EXCEEDING PLAN = MEETING PLAN < BEHIND PLAN																		
ACTION PLAN (Milestones)							COMPLETION MONTH: SCHEDULED O; ACTUAL X											
							JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
h. Assist the Office of Security in the restructuring of the Risk of Capture Course.														0				
i. Development of guidelines for negotiating during a terrorist incident.																	0	

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OBJECTIVE NO.	A/B	FY	OFF	SPECIAL	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD	STATUS							
							MYR	DOLLARS										
OBJECTIVE					OMS		76			JUL 25X1A	=							
<p><b>OMS-A/07-76</b></p> <p>By 30 June 1976 review conseling programs and needs Agency-wide, pointing to a better coordination of present efforts and augmentation of capabilities where necessary (jointly with the Office of Personnel)</p>																		
ACTION PLAN (Milestones)							COMPLETION MONTH: SCHEDULED O; ACTUAL X											
							JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Establish working relationship with the Office of Personnel.									OX									
2. Formulate general plan of approach.										O								
3. Development of succeeding milestones.											O							

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